Union Calendar No. 586

98TH CONGRESS *2d Session*	HOUSE OF REPRESENTATIVES	REPORT 98-1036

STATE, LOCAL, AND PRIVATE SECTOR SMALL BUSINESS EXPORT INITIATIVES

A REPORT

OF THE

COMMITTEE ON SMALL BUSINESS HOUSE OF REPRESENTATIVES

NINETY-EIGHTH CONGRESS

SECOND SESSION

SEPTEMBER 18, 1984.—Committed to the Committee of the Whole House on the State of the Union and ordered to be printed

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LETTERS OF TRANSMITTAL

HOUSE OF REPRESENTATIVES,
COMMITTEE ON SMALL BUSINESS,
Washington, DC, September 18, 1984.

Hon. THOMAS P. O'NEILL, Jr.,
Speaker, U.S. House of Representatives,
Washington, DC.

DEAR MR. SPEAKER: Transmitted herewith is a report of the Committee on Small Business entitled "State, Local, and Private Sector Small Business Export Initiatives."

This report is submitted with approval of the full committee.

With kindest regards, I am

Sincerely,

PARREN J. MITCHELL, *Chairman.*

HOUSE OF REPRESENTATIVES,
COMMITTEE ON SMALL BUSINESS,
Washington, DC, August 9, 1984.

Hon. PARREN J. MITCHELL,
Chairman, Committee on Small Business, House of Representatives, Washington, DC.

DEAR MR. CHAIRMAN: I am pleased to submit to the Committee a report which was prepared by our Subcommittee on Export Opportunities and Special Small Business Problems. This report is the first of its kind to focus on State, local, and private sector initiatives to develop export markets for small business. It makes for remarkable reading, and I would hope that those who have a keen interest in international trade will find many innovative and useful ideas in the report.

I would like to thank the former Subcommittee staff director, Mr. Stephen P. Lynch, who directed the work. Also, special thanks go to Ms. Laurie Graham of the former Subcommittee staff and Mr. Steven Koppel, an intern from the National Law Center at George Washington University, who spent four months assembling information and compiling much of the report.

The report, transmitted to you as Chairman of the Committee on Small Business, has the approval of the Subcommittee.

Sincerely,

IKE SKELTON,
Chairman, Subcommittee on Export Opportunities and Special Small Business Problems.

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Mr. MITCHELL of Maryland, from the Committee on Small Business, submitted the following

REPORT

I. INTRODUCTION

Since 1979 the Subcommittee on Export Opportunities and Special Small Business Problems has been reviewing the plight of small business in the international trade marketplace. The Subcommittee has held field hearings, as well as hearings here in Washington. In addition, the Subcommittee led the legislative initiatives which resulted in the Small Business Export Expansion Act of 1980 and the new Export-Import Bank of the United States' small business initiatives in the Bank's 1984 authorization bill.

For the last few years the Subcommittee has been impressed with the numerous trade initiatives which are occurring in the State, local, and private sector areas. Unfortunately, there has been little, if any, notice of this activity on the Federal level, particularly among our trade decision makers. As a result, the Subcommittee staff was asked to compile a report on the subject.

To assist them in this time-consuming task an unpaid intern was brought on-broad. The intern, Mr. Steven Koppel, is a second year student at the National Law Center of George Washington University. Upon graduation Mr. Koppel intends to pursue a career in the international trade and finance area. Mr. Stephen P. Lynch, former Staff Director of the Subcommittee, directed the study. Ms. Laurie M. Graham assisted Mr. Koppel in the research and final report preparation.

This report is not intended to be an all-inclusive one. Rather it is a first step. As key decision makers and those actively involved in trade review the report, we hope they discover a program or effort

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which may prove instructive and can perhaps serve to augment their trade development activity.

II. THE PURPOSE AND PROMISE OF EXPORTING

Historically, small business has not considered exporting as essential to its financial security. Rather it has been satisfied with the great success it has enjoyed in the domestic marketplace. Yet, international trade has become vital to the future health of the United States economy. Since 1970 our reliance on exports has doubled to nearly 12 percent of the GNP. Small business has the potential to help lower the overall trade deficit which now stands at $70 billion and is on the rise. More and more small businesses will be relied upon to enter new world markets that increased economic inter-dependence have created.

To date less than 10 percent of small business manufacturers (or about 25,000 companies) export. The bulk of export trade rests with only about 1,000 exporters. The Government Accounting Office (GAO) estimates that more than 20,000 new-to-export businesses have the potential to export an additional $4.2 billion in goods and services.

Since 1970 the U.S. share of world trade has dropped from 15.4 percent to 12.6 percent, creating the trade deficit we now face. American businesses must become more aggressive in the field of international trade. They must search for new foreign markets and actively promote their goods and services.

The purpose of this report is two-fold: (1) To encourage and publicize the various existing export promotion programs available in the United States at the State, local, and private sector levels; and (2) to attempt to allay the fears of small businesspeople who are hesitant to begin exporting. Fundamental to these ends is an analysis of the real and imagined barriers that stand in the way of successful export trade.

According to both economists and businesspeople, the greatest barrier to exports is the strength of the U.S. dollar. Since 1980 the nominal value of the dollar has increased by approximately 40 percent. This overvaluation has resulted in high prices for U.S. goods abroad and severely hurt exports—from consumer goods to capital equipment. Yet, there exist a great number of potential small business exporters. In addition, for every $1 billion of exports, more than 32,000 new jobs are created.

Small businesses traditionally have viewed international trade as too difficult or complicated to pursue. In all States, small businesses require clear incentives and expertise in order to approach the foreign marketplace. Most small businesses, however, lack the personnel and/or resources to gather essential information needed to explore foreign markets.

A study prepared by Yankelovich, Skelly, and White for the Missouri Department of Commerce found that nearly ⅓ of small businesses have not even considered exporting. Though a variety of programs and activities are available in all regions of the country, the Smaller Business Association of New England (SBANE) found that more than 75 percent of non-exporting small businesses have not bothered to attend even a simple seminar on the benefits of ex-

porting. From Massachusetts to Missouri it is clear that small business has not been aroused by the prospect of exporting.

Over the last three years, surveys of small businesses have consistently shown that a lack of information of export opportunities is a major barrier keeping these businesses from entering the field of international trade. Providing information is one vital function which the government, both at the State and local level, can perform. Small businesses have clamored for more timely information, and it slowly has been made available. Yet, the marketing of this information has obviously not been done in an adequate way. According to an SBANE survey, of those small businesses not currenty exporting, 67 percent had not been contacted by any group or agency to try to interest them in exporting.

Consequently, for the potential small business exporter there exists the fear of getting into a foreign market all alone. This fear is augmented by a failure to realize, or to know, that export specialists really do exist and are available to offer assistance. Here, the psychological stumbling block of "not knowing" can prove just as formidable a hurdle to exporting as the overvalued dollar. The export "mystique" needs to be removed. This report seeks to specifically address and rectify this problem by providing an overview of available export promotion programs and making it readily accessible to all those interested in exporting—from legislators to the business people themselves.

Another of the more serious complaints from small businesses concerns the extremely poor marketing and exposure of trade leads. Very few small businesses are willing to take the risk and spend the money needed to seriously consider entering the export market if they don't know that potential customers exist to buy their products.

A report of the U.S. Senate Committee on Small Business (97th Congress) found that though trade lead dissemination programs do exist (such as the Trade Opportunities Program (TOP) of the U.S. Department of Commerce), the leads often are too outdated or too expensive to interest the average small business. Many have suggested that such information should be more timely and made available free of charge. It does little to offset the U.S. trade deficit if government-compiled trade leads sit in a Department of Commerce computer and are not readily accessible to those actually doing the business.

A further problem facing small businesses is the inability to get financing or insurance for exporting. Small new-to-export businesses have long been considered undesirable clients by large banks with international experience. Yet, because there are delays in receiving payment from abroad for exported products, small businesses often require working capital loans to overcome their cash-flow shortage. Banks have also been predisposed against processing letters-of-credit for small businesses conducting overseas transactions.

The reauthorization of the Export-Import Bank (Eximbank) to "aid in financing and to facilitate exports" will offer one way for small businesses to receive needed export credit. Beginning in 1984 the Eximbank will set-aside no less than 6 percent of its lending authority, increasing to 10 percent by 1986, to assist small business exporters. According to the President's Report on the State of

Small Business, the set-aside will amount to $252 million in direct loans and $625 million in loan guarantees and insurance for 1984.

The Port Authority of New York and New Jersey has proposed a plan to administer a group commercial and political insurance policy for the small businesses its export trading company represents. Though the financing will come from Eximbank, it will mean local involvement in guaranteeing commercial loans to small business at reasonable rates.

Though historically a major barrier to exporting, these new initiatives are the beginning of an effort to enhance the credit opportunities available to small business exporters. For further information on available programs, contact the Eximbank at its toll free number (800) 424-5201.

The excessive amount of foreign and U.S. government regulations presents still another major obstacle to the potential small business exporter. The regulatory excess is compounded by a lack of available information on how to expeditiously cut through, if not by-pass entirely, this bureaucratic "red-tape." Obtaining and then trying to understand the Export Administration Regulations can be a costly, and often frustrating, experience. Trying to determine whether or not a product requires an export license and properly filling out the required paperwork proves extremely time-consuming. Such delays, expense and frustration are not adequately addressed by the existing government programs.

Less than 10 percent of all exports require licenses. Those that do need a license require the business to go through an application process. Government at all levels must begin programs and seminars to help these businesses overcome the complexities of foreign regulations. This includes, but should not be limited to, export licenses.

One final barrier to small business exports is the lack of existing international trade management and technical skills. The Yankelovich study found that the majority of small business exporters, and almost 90 percent of non-exporters, need assistance in market research and overseas promotion of their products. Wishing to maintain control over export operations, more than 50 percent of the businesses involved in exporting have put their President/CEO in charge. Most do not have the time or skill it takes to maintain an effective international trade relationship. It is little surprise that 75 percent of those surveyed prefer taking the role of customer for specific export services, rather than becoming directly involved in the actual export process.

Due to lack of familiarity with basic export procedures, many small businesses complain about being too small and too uninformed to begin exporting. Export management companies (EMCs) and export trading companies (ETCs) can fill that gap and bring small businesses into the export market. EMCs and ETCs have the skill and experience to promote and support the sale of goods in a foreign market, as well as to provide basic marketing data (e.g. product demand, domestic competition, technical assistance, political, cultural and language differences).

If a small business decides to go into exporting with its in-house staff, it is imperative to put one person in charge of export management full-time so that he or she can be contacted readily by for-

eign buyers, while at the same time developing pricing, shipping, and marketing procedures. Many small firms, however, find it easier to hire an EMC or ETC to be the company's independent export department.

An ETC has the advantage of being able to buy the goods of a small business (customer) and then to do all the exporting work for them. ETCs work on either a commission basis or by buying the goods outright. EMCs work on a fee or commission basis. State and local agencies should have sufficient and readily available information on which ETCs and EMCs are reputable, as well as which are best-suited for a particular product. The Department of Commerce has prepared a State-by-State directory of U.S. export management companies, cross-indexed by product. Copies may be obtained for $7 from the U.S. Government Printing Office, Washington, D.C. 20402.

As the U.S. trade deficit soars over $100 billion in 1984, the great reservoir of potential small business exporters must be tapped. There are a wide variety of governmental, organizational, and individual programs that can help new-to-export small business. This report provides an overview and analysis of these State, local, and private sector programs. It seeks to encourage more small businesses to delve into exporting in the hope of balancing our trade deficit, while creating new jobs at the same time.

III. STATE PROGRAM OVERVIEW

While every State has an office, or at least one section of the State Commerce Department devoted to international trade, some are more advanced than others. It is true that most of the States more proficient at helping exporters are those with the greatest resources—staff and money. Even with a limited budget, however, States can still supply many needed services to their businesses that are interested or are already involved in exporting.

The area of export trade promotion is certainly not outside the realm of politics. Studies have shown that State programs and budgets for international trade increase accordingly with the strong support of the Governor and legislative leaders. In Texas and Minnesota the strongly pro-export Governors recently recommended 400 percent and 1,000 percent increases, respectively, in their international trade budgets.

Yet, money isn't everything. Exposure and marketing of the various export promotion programs play an even more important role. Gubernatorial monetary support ends up wasted without an equitable amount of advertising. One of the best ways for a Governor to make his/her citizens aware of the value of exporting is to actually lead a trade mission. In this way, links with overseas buyers are established at the highest levels, while full media exposure—print and television—brings the idea of exporting home to the living rooms of potential small business exporters.

Another legislative innovation to get exporting into the news is the Presidential proclamation of one week each year as World Trade Week. State luncheons, dinners, conferences, and festivals provide a supplement to the Federal promotion of international trade.

On a more local level, each Member of Congress has great opportunity to sponsor seminars on export opportunities in conjunction with local colleges, State international trade offices, and the Department of Commerce and Small Business Administration district offices. The imprimatur of congressional support lends credence and expertise to export promotion activity.

Most States have found that the best ways to attract prospective exporters are through publications and seminars. Both vary in specificity. A monthly newsletter containing updates on seminars and conferences, planned trade missions, visiting foreign business persons, and general information relating to existing export programs and trade opportunities proves very effective. A newsletter is easily mass-mailed and is in a form familiar to all business people.

Another approach is to conduct a direct-mail brochure campaign to statewide small businesses which details the international trade services that the State provides. Marketing programs such as these, which excite businesses to the idea of exporting, are necessary predecessors to full utilization of a State's available export services.

One of the more useful development strategies is sponsorship and organization of seminars and conferences. Helping businesses develop their own technique is a vital first concern. Seminars on world economic trends, marketing techniques, export controls, documentation, transportation, and export financing help explain the why/what/how of exporting.

After this general overview, specific conferences focusing on selected countries, regions and products should be held. By delineating the specific areas of interest in individual conferences, those who participate are very likely those most inclined to investigate exporting their specific products to particular regions.

One way to assure participation from interested parties is to charge a participation fee. Though controversial, it has been the one recommendation suggested by the majority of State and city international trade representatives.

One of the more disappointing services, Trade Opportunity Bulletins, is the one for which States actually do levy a service charge. The most frequently heard complaint has been that by the time a business receives information on a trade lead, it no longer exists. Most trade leads come from the central computer of the Department of Commerce's Trade Opportunities Program and, unfortunately, most arrive stale. Though it appears to be the quickest way to make a sale, sometimes fastest is not always best. Money might very well be better spent on programs that could help establish long-term export connections. If money is budgeted for the dissemination of trade leads, a more efficient method might be to obtain those leads from foreign business concerns visiting a State and its municipalities.

One further popular export promotion approach among States is the trade mission or trade fair. This type of activity gets an exporter directly involved in the exporting process. Face-to-face meetings with potential buyers and distributors, discussions of prevailing pricing, discovery of product quality, performance and competitiveness, all give the potential exporter a real feel for the business of international trade. Trade missions and fairs provide direct immer-

sion and substantive results, and subsequently incite quick response from exporters who see for themselves that exciting new markets really do exist for their traditionally domestic products.

Be it a publication, seminar, or trade mission, an effort must be made to bring experienced exporters, active or retired, into direct contact with those new to the field. There are no better teachers than those who have already been through the experience themselves. For that reason, it is imperative to get businessmen and women who are already exporting to actively participate in and/or lead export seminars. Both the New Jersey and Oregon District Export Councils have established Peer Counseling Committees to provide guidance to smaller firms that have just become involved in exporting.

On a more day-to-day level, businessmen and women can be deputized into searching for trade leads and interested foreign importers during their overseas travels. Additionally, many could lead trade missions to regions where they have travel and trade experience. Along this line, Indiana operates an "Honorary Ambassadors" program and Wisconsin bestows upon such helpful businesspeople the title of "Honorary Attaché." For their services each is awarded a certificate of thanks and commendation from the Governor.

One of the most promising programs is called the mentor, or "buddy" program. Modeled after SBA's ACE program, each prospective exporter receives the name of an experienced exporter who acts as a mentor to his/her inexperienced colleague. This program has led to an increased cohesiveness of the small business community, while at the same time giving interested small business exporters a contact to tell them about the profitability and pitfalls of exporting.

The key to any successful export promotion program is innovation. No set formula exists for "what works." What produces enthusiasm and response to exporting in one State may prove quite a disappointment in another. State international trade offices should not hesitate to try innovative programs to attract potential new exporters.

The Illinois foreign offices, for example have developed catalog shows. For a small fee, companies can have their catalogued products exhibited and promoted abroad. This approach is much cheaper and easier than trade missions and proves much more accessible to new-to-export small businesses with limited budgets.

The World's Fair in New Orleans and the Olympics in Los Angeles have afforded those States a special opportunity to exhibit domestic products to world travelers who will be attending both events. Cities and States with sporting or other international events would be wise to consider setting up exhibitions to show-off their products to the world.

States should make more of an effort to get involved and support the growing export development interest of private groups, such as Chambers of Commerce, World Trade Clubs, and District Export Councils. By banding together with like-minded private and public groups, State development divisions can offer their services to a much broader range of potential exporters. In this way, the great

benefits of international trade can perhaps finally be realized for what they are really worth.

Appendix I offers an in-depth analysis of the export promotion programs of a cross-section of States. These States were chosen not only to highlight their program ingenuity, but also to reflect their geographic diversity. The fact that certain States were not included has no reflection on their ability or the success of their programs.

IV. CITIES INTERNATIONALIZING

Until recently, most cities have played only a minor role in promoting international trade. Many cities are now beginning to see international trade as an important new component of the city's economic development. A successful exporter can expand the city's revenue and create additional jobs for its citizens. For a city to attract new exporters, it must undertake a comprehensive information and development program to help mitigate the lack of awareness and correct misconceptions about exporting.

The National League of Cities, realizing the importance of international trade to cities' economic futures, established a Task Force on International Trade chaired by Mayors Andrew Young of Atlanta and Henry Cisneros of San Antonio.

The Task Force recommended that City Hall become actively involved in an international economic development program by building local capacity in trade development, foreign investment, and tourism. A city must also consider establishing ties with the State development agencies, local universities, business associations, foreign embassies, and the Federal Government.

For any city export program to succeed, publicity is a must. Aside from the traditional areas of mass media and the mass mailing of brochures and pamphlets, other, more innovative outreach programs are needed. One such program, known as an Export Hotline (Port of Los Angeles), allows a city to hook-up a central telephone number that businesses can readily call for exporting information.

Once the business community has been made aware of the existence of city support for exporting, it is imperative that a consistent series of activities be undertaken. In addition to general conferences on exporting, the City of Philadelphia, under a matching grant from the Department of Commerce (ITA), ran seminars in specific areas of international trade, conducted market research surveys of industry in the Philadelphia area and led successful trade missions to China, Japan, Northern Europe, and Canada.

The City of Baltimore was given a foreign service officer to act as World Trade Representative under the State Department's Pearson program. This allowed for one person to represent Baltimore business around the world, making contacts for various city industries that requested representation.

The City of Newport News has established its own export trading company to supply all the necessary intermediary steps between the U.S. supplier and the foreign consumer. On July 1 the city kicked off its one-stop export-import program in which it will team with a bank, a freight forwarder, and an export management group to offer consulting services to 60 or 70 small-to-medium sized com-

panies. If successful, the program—with potential benefits within five years of $12.9 million in new revenues for participating companies, 150 new jobs, 500,000 more tons of cargo, and $13.8 million in additional Newport News area payrolls—will receive full operating authority in a year to buy, sell, and hold goods.

No matter how the initial words goes out, follow-up proves crucial to the ultimate success of any program. A city must establish an excellent record-keeping system in order to ensure that every information request has been answered.

An avenue designed specifically for cities is the Sister Cities International Program. Though originally designed to link cities with common goals as a cultural exchange, the personal relationships have developed into international trading partnerships which enable both cities to prosper. For example, the Cities of Louisville, KY and Montpellier, France recently agreed to increase import and export capabilities and have exchanged trade missions.

To develop local export potential, a city can pursue a broad range of programs by expanding its own economic development tools. In most U.S. cities, currently operable programs designed to assist struggling businesses or promote potential high-growth sectors are conducive to export development.

In Miami, the Department of Trade and Commerce took stock of the city's economy and examined the impact export development projects could have on it. The Department, with its knowledge of the business community and its marketing ability, helped to link Miami manufacturers with distributors and foreign buyers.

Many cities have also set up voluntary advisory boards to help advise the mayor or city council on the needs of the community and to give advice on proposed city projects to help ensure their success. In addition, since many organizations are involved in a city's international trade, an advisory board or council is a good place to integrate the players and share ideas, while creating a climate conducive to international commerce.

The City of New Orleans, LA established a Mayor's Council on International Trade and Economic Development in 1979. Among the major organizations represented were the Chamber of Commerce, the Port of New Orleans, the State of Louisiana, and the International Trade House.

The City of San Antonio, TX established an International Trade Task Force to determine the best ways to make San Antonio a World Trade Center. The Task Force continues to study and suggest what incentives should be offered to international banks and encourages persons with international expertise to move to San Antonio.

As an alternative, a city can develop its own international trade office and contribute to the progress and productivity of its business sector. By working closely with small business, acting as a conduit with other sources providing technical export assistance, or providing such assistance itself, a city's international trade division can provide government service to small business at low cost, but with high visibility in a forum most convenient to the local businessperson.

V. PORT AUTHORITIES

Port authorities traditionally have operated as governmental agencies using bonding authority and State financing to promote trade services and economic development, as well as to protect and promote port commerce. Under existing authorization, a port authority may conduct market research, advertising, marketing, and provide legal assistance, transportation, trade documentation, freight forwarding, and communication services. In some instances, as with the Port Authority of New York and New Jersey, these services extend to ownership and operation of many port and regional facilities, including airports, bridges, tunnels, containerports, marine terminals, and industrial parks.

Recently, port authorities have begun looking beyond their traditional services at the possibility of operating as public sector Export Trading Companies (ETCs). In this capacity they can provide an integrated range of services—from identification of potential buyers and products to development of specific marketing strategies and sales promotion. The port authority ETC proves ideal for new-to-export companies to whom exports appear unattractive and potentially risky because of the prospect of delayed or contingent returns. Additionally, port authority ETCs can more easily accommodate local, State, and regional requirements and prove especially well-suited for small- and medium-sized firms.

Under the antitrust certification procedure of the U.S. Department of Commerce, port authorities have begun to pursue ETCs of their own. The Virginia Port Authority has already received certification for its own ETC (VEXTRAC). VEXTRAC plans to provide market research, advertising, and insurance services for their exporting clients, as well as helping them to process foreign orders.

For the New York/New Jersey Port Authority, this ETC concept has been realized in XPORT, The Port Authority Trading Company, which acts as worldwide marketing representative for over 100 manufacturers in the two States. XPORT enters into a contract with each of its suppliers to develop sales worldwide over an initial 3-year period. Using the immense international resources at its disposal, XPORT identifies foreign market opportunities and export strategies for each of its U.S. manufacturers. A staff of experienced product specialists and market analysts develops and implements this international marketing program. Services are offered at no charge until a sale is made, though a modest sales commission, prenegotiated with the company, helps to recoup the developmental expenses.

Another new objective of the traditional port authority can be seen in the Small Business Export Program of the Massachusetts Port Authority (MASSPORT) which seeks to establish permanent export development programs to increase the profits of small businesses. In existence since August 1977, the MASSPORT program—the only one of its kind developed specifically for small business manufacturers—provides free research assistance, technical assistance, and export market contacts. Working closely with the Smaller Business Association of New England (SBANE), the Small Business Export Program has been so successful that it received the

President's "E" Award for Excellence in Export Service in January of 1981.

Over the years, port authorities have played a dynamic role in trade promotion and commerce activities. With their traditional roles expanding to include export promotion programs and operation as export trading companies, port authorities now have the potential to act favorably on the suggestion of the 1982 Federal Export Trading Company Act "to respond to the glaring need to expand America's volume of exports."

VI. UNIVERSITY AND COLLEGE PROGRAMS

A. Small Business Development Centers

The Small Business Development Center (SBDC) Program sponsored by the U.S. Small Business Administration leverages the unique resources of the university system, the Federal Government, the private sector, and State and local governments to provide specialized management and technical assistance to the small business community which are not always available elsewhere. Begun as a pilot program at California State Polytechnic University in Pomona in December 1976, 31 SBDCs now operate in 30 States and the District of Columbia.

The program is designed to establish networks for the delivery of up-to-date counseling, training, research, and technical assistance to the local small business community served by the SBDC. SBDCs expand the services currently available to small businesses through SBA field offices in an effort to meet the ever-increasing demand for state-of-the-art small business management information. Since 1978, more than 260,000 small businesses have benefited from the SBDC program.

Each center has a director and staff members who coordinate the efforts of full- and part-time personnel. The services offered by the centers address the specific problems facing small businesses in all areas by utilizing the specialized resources of schools of business administration, engineering, departments of computer science, and centers for innovation and technology transfer.

In fiscal year 1984, the SBDCs are making special efforts to reach more women, members of minority groups, the handicapped, and veterans who are either current or potential small business owners. Other program emphasis this year is being given to increasing the number of small firms which export their goods and services and raising the level of high technology assistance available to the small business community.

One major component of several centers is its International Trade Center, which assesses a client's export capability and assists in the development of an international marketing segment of an overall business plan for the client firm. A plan typically includes identification of distribution channels, export financing, licensing, and other appropriate exporting information.

One good example of this international component of the SBDC is the Alabama International Trade Center (AITC), established at the University of Alabama's Tuscaloosa campus in 1979. Through a series of statewide workshops and seminars, potential small business exporters are given the "how to's" of international trade, fo-

cusing on topics such as financing options, transportation and insurance, and marketing abroad. Graduate students, under the supervision of AITC staff, consult with individual firms, assisting them with market analyses, strategic planning, and implementation of their plans for exporting. Also there is an excellent international library at the center and a quarterly newsletter, "Export," which informs the Alabama business community of AITC activities and current developments affecting international trade.

The success of the Alabama SBDC International Trade Center is evidenced by a survey of the center's 50 "best" clients in fiscal year 1981 and fiscal year 1982 which found that 18 had first-time export sales totaling $22 million. In addition, export sales accounted for 13.1 percent of Alabama's manufacturing output in 1981, a threefold increase since 1976 when only 4.6 percent of manufacturing output was exported.

SBDC assistance is available to anyone interested in entrepreneurship. Further information may be obtained from the centers themselves or from the nearest SBA district office. A complete list of existing SBDCs, SBA District Offices, and U.S. Department of Commerce District Offices can be found in Appendices II–IV of this report.

B. Quinnipiac College

Another successful and innovative effort in the export promotion field is a program run at Quinnipiac College in Hamden, CT. Coordinated in October 1982 by the Department of Economic Development as a pilot program to encourage foreign exports by small businesses, the Connecticut Export Assistance Training and Promotion Program matches companies with students skilled in marketing research and knowledgeable in the mechanics of export transactions. The students (juniors and seniors) receive 15 college credits for their internship (18–20 hours a week), while the companies get a minimum of 450 hours of work over a 7-month period in exchange.

Designed by Professor Vasant Nadkarni, director of international business programs at Quinnipiac, the program is a cooperative venture of the college, the Department of Economic Development, and the Connecticut District Export Council. Initial funding came from a $50,000 Federal Economic Development Administration grant and was augmented by $17,000 from Quinnipiac. In addition, each participating company paid $1,600 for the assistance. The corporate money was applied directly toward the student's tuition, and the college used a Commerce Department grant to cover the balance of each student's $2,750 tuition for the semester.

The program consists of three parts: Seven months of training and assistance by Quinnipiac students and consultants designed to help companies develop export sales; one-day export marketing seminars around the States; and one-day career workshops on college campuses to attract students to careers in international trade.

Success of the program has been quite evident. One company executive, skeptical of the program, but willing to participate as a more or less altruistic gesture, was "very pleased, surprisingly pleased." His small company landed a $6,000 order from Venezuela and received interested inquiries and replies from various other

countries largely through the efforts of a Quinnipiac intern. Of six firms that had never exported consumer goods before using a program intern, two have started exporting to Europe and the Middle East. In other companies, the students tend to create a "momentum" with their research that potentially leads to additional exporting. Essentially, the Quinnipiac College program helps small businesses get over the inertia and intimidation of exporting their products.

For further information, contact: Professor Vasant Nadkarni, Director, International Business Center, Quinnipiac College, Mount Carmel Avenue, Hamden, CT 06518. (203) 288–5251.

C. International Trade Institute

In New Hampshire, Keene State College joined with its Congressman to present an export development conference for New Hampshire business-people. Sessions on export marketing, export finance, export controls, and international documentation, as well as a luncheon with the Congressman, highlighted the conference which was held on April 29, 1983. This program enabled the U.S. Representative to help promote exporting from within the district.

The University of New Hampshire also contributes to the State's international trade awareness through its International Trade Series and International Perspectives Lectures. The trade series offers all-day workshops on export-related topics such as export financial management: How to gather and assess credit information on a potential foreign buyer or agent; payment terms; marine insurance; and export financing. A $45 fee is charged which covers conference materials, registration, parking, refreshments and lunch.

The University also sponsors free seminars open to the public which feature visiting scholars with international expertise. Recent topics have included "Latin America's Great Depression of the 1980's" and "International Trade—Interdependence and the Grass Roots." For more information on the University's International Perspectives Lectures, phone: (603) 862–2398.

One final program to note was begun in 1980 at Kansas State University in Manhattan, KS. The highly successful International Trade Institute (ITI) was created by the 1980 Kansas State Legislature as an integral part of the College of Business Administration at Kansas State. It receives limited funding from the State of Kansas, with supplemental funding provided by the International Trade Council of Mid-America, Inc. (ITC) which also serves as an advisory board to the ITI.

The major purpose of the institute is to assist Great Plains business and agricultural leaders in a 10-State area to meet the challenge of expanded world trade. Through a comprehensive program of international trade research, education, and information services, the ITI seeks to enlighten and encourage future business leaders and bring them to a more solid understanding and appreciation of the global marketplace.

The institute is broken up into trade expansion, trade promotion, trade policy research, communication, and student advising sections. Major conferences are held annually which attract foreign representatives and ambassadors, U.S. Government officials, politi-

cal and financial specialists, and business leaders from throughout the country. In conjunction with the ITC, which was instrumental in creating and obtaining legislative approval for the ITI, the institute participates in many programs complementary in nature to the two organizations.

Workshops are held regularly which target specific country market potential: Entry and development strategy; market contacts; tax and financial considerations; and cultural, political, legal and economic factors. The International Trade Expansion Program (ITEP) focuses on international marketing seminars. Detailed product brochures are distributed worldwide in six languages. The unique International Personnel Registry operates as an entry-level personnel referral service for highly qualified graduates from a 10-State area in the Nation's heartland. The registry matches student qualifications with company requirements and solicits interviews between the companies and students. An exceptional newsletter, "The International Entrepreneur; From the Heartland of the U.S.A.," is published by the ITC every two months. The newsletter provides updates on State and regional export conferences and workshops, planned trade missions, visiting foreign business people, Federal legislation affecting State exporting, country profiles, and information relating to existing programs and trade opportunities in general.

Together, the International Trade Institute and the International Trade Council forge one of the country's strongest existing programs dedicated to international trade development and export understanding. For further information on either the ITI or ITC, contact: Dr. Ronald J. Coleman, Director, International Trade Institute, 1627 Anderson Avenue, Manhattan, KS 66502. (913) 532-6799.

VII. EXPORT TRADING COMPANIES

An Export Trading Company (ETC) is defined by the Export Trading Company Act of 1982 as a person, partnership, or organization organized and operated principally for purposes of exporting U.S. goods and services, or facilitating the exportation of goods or services by providing export trade services.

In addition to private sector sources, States and cities are in a superb position to form their own ETCs or, at the very least, to inform businesses of what the private sector ETCs have to offer and which will be best suited to their individual needs.

There is some concern, however, about whether a governmental agency using bonding authority and taxpayers' money should be a competitor of private sector export trading companies. Yet, States and cities are also in the best position to promote new exporting activity that would not occur in the absence of government intervention.

A Yankelovich, Skelly, and White survey found that the majority of those small businesses interested in beginning to export would prefer to be customers of a trading company rather than partners. The benefits of ETCs will be most greatly realized by small-to-medium sized businesses—both through an increased awareness of export opportunities and from the one-stop, integrated service an ETC can provide. In this way, exporting becomes as easy as selling

locally, since the ETC does all of the export promotion. State and municipal ETCs may have easier access to local suppliers through domestic economic development programs and to potential foreign buyers and distributors through government contacts. Public sector ETCs also have the financial strength to extend credit and to manage foreign currency transactions for new-to-export small businesses.

For the State or municipally sponsored ETC there also exists many benefits. The exporting of goods may allow the foreign country or company to increase its productive capacities, thereby enabling it to import even more in the future. Foreign investment in the city or State can begin as a direct result of exporting. And the exporting of goods requires the services of in-state shipping, aviation, insurance, and banking industries. In addition, a public sector ETC can charge an initial fee for services or work on a commission basis, as does XPORT, the New York/New Jersey Port Authority, which expects sales exceeding $20 million by next year.

In April, the Department of Commerce published "The Export Trading Company Guidebook." This 136-page book reviews the Export Trading Company Act of 1982 and other export trading options. A copy may be obtained for $4.75 from the U.S. Government Printing Office, Washington, DC 20402. Whether it be a private sector or public sector ETC, this new trade tool is a key component of an aggressive, successful U.S. trade policy.

VIII. EXPORT FINANCING

In 1982, the United States exported a grand total of $212 billion of merchandise, including $37 billion of agricultural products and $175 billion of non-agricultural goods. This represented a 10-percent decline from 1981, and in the opinion of many members of the small business export community was directly attributable to major shortcomings in export finance. Offset by such other factors as an overvalued dollar, recessions in other industrial countries and LDC debt problems, export financing is believed to have the capability of improving export performance by over 50 percent.

With the current roller-coaster nature of world economics, exporters find themselves in a less than favorable position. Under normal letter of credit or cash on delivery terms, the small- or medium-sized business choosing to begin exporting faces an immedicate cash flow problem. Dealing in relatively small volume and value of individual transactions, they find credit options fewer and costs of transactions higher. They cannot float commercial paper easily and must, in effect, pledge their business assets to gain any credits.

Access to capital has been significantly reduced. In fact, according to a report prepared by American University for the Economic Development Administration, U.S. Department of Commerce, since 1979 interest rates and financing have become the most important problem perceived by small businesses. Persistently high interest rates have led to a domestic credit squeeze and the dollar's high foreign exchange value, resulting in a significant decline in exports. When coupled with the changing risk perception of international lending by traditional regional and local bank suppliers of

credit, the adverse impact of such policy greatly lessens the feasibility of small business exporting. Considering that small- and medium-sized firms (here defined as those with less than 1,000 employees) account for approximately 14 percent of U.S. exports, their significance in light of the exploding trade deficit is profound.

A. Export-Import Bank (Eximbank)

Created in the Roosevelt New Deal, the Eximbank serves as the major government-sponsored source of export financing for American exporters seeking to market their products overseas. According to Mr. Charles Lord, former First Vice President and Vice Chairman, the Bank's role in export financing is to assist United States exporters with competitive credit or guarantee support where private market participants are either unwilling or unable to do so. There are basically five situations where Eximbank support may be needed:

(1) Where U.S. commercial banks or U.S. exporters are reluctant to take the market risk, whether it be political, commercial, or both;

(2) Where longer financial terms are less than the market will offer;

(3) Where market-related fixed-rate financing is needed to meet a foreign buyer's desire to fix the cost of his/her borrowing;

(4) Where credit is provided under Exim's standard insurance policies; and

(5) Where small business is seeking to export and needs special risk protection and credit.

The Eximbank fulfills this role by offering a variety of programs. Though these programs are available to any U.S. export firm regardless of size, some are geared particularly to the needs of the small business exporter.

Through the Discount Loan Program for Small Manufacturers (designed for companies with total gross annual sales of $25 million or less in the previous fiscal year) the Eximbank enables commercial banks to extend fixed-rate medium-term export loans by providing standby assurance that the banks can borrow from Eximbank against the outstanding value of an export note. Under this discount window, Eximbank's loan commitment covers up to 85 percent of the contract price of an export sale financed by the U.S. bank which either purchases the debt obligation from a U.S. exporter or receives it from the foreign purchaser if financing the buyer directly. Eximbank's lending rate on a discount commitment is generally 1 percent below the interest rate yield to the applicant bank on the foreign debt obligation, but not less than its minimum discount lending rate (MDLR) which may change from time to time.

The Medium Term Credit Program provides fixed interest rate support for medium-term export sales that are facing subsidized, officially supported export credit competition from abroad. U.S. suppliers and applicant banks must, however, provide evidence of foreign, officially subsidized export credit competition to qualify for financing. If this cannot be done directly, Eximbank will assist in the matter.

With the Export Trading Company Act of 1982 Eximbank introduced a program which is designed to provide Export Trading Companies (ETC) and/or other exporters access to working capital loans that: (1) Otherwise would not have been provided without Eximbank's assistance; and (2) without which, the ETC/exporter would not be able to support exports of products that are unlikely to be sold abroad through other means. It is expected that most of the working capital loans guaranteed by the bank will ultimately support exports from small-, medium-size, and minority business or agricultural concerns.

Eximbank also offers a briefing program which is available to the small business community. Conducted on a regular basis at the bank in Washington, D.C., and in various cities nationwide, the program includes both group briefings and individual discussions about a business owner's particular export needs and the direct application of Eximbank programs to them. Also, Eximbank is now conducting a 4-State small business pilot program to attract and assist new exporters.

Finally, the Eximbank's toll-free Small Business Hotline provides information to prospective small business exporters on the availability and use of export credit insurance, guarantees, discount loans, and foreign bank credits extended to finance the sale of U.S. goods and services abroad. The hotline number is 800-424-5201. (In the District of Columbia the number is 566-8860.)

B. Foreign Credit Insurance Association (FCIA)

Created by the Federal Government as an adjunct to the Eximbank, the FCIA will insure both commercial and political risk for those who use the Eximbank for financing and for certain other types of sales. FCIA coverage protects the exporter against the failure of foreign buyers to pay their credit obligations for commercial or political reasons; encourages exporters to offer foreign buyers competitive terms of payment; supports an exporter's prudent penetration of higher risk foreign markets; and gives exporters and their banks greater financial flexibility in handling overseas accounts receivable.

Also through FCIA, Eximbank offers a short-term (1-180 days) insurance policy geared to meet the particular credit requirements of smaller, less experienced exporters. Under the policy, Exim assumes 95 percent of the commercial and 100 percent of the political risks involved in extending credit to the exporter's overseas customers. This policy frees the smaller exporter from "first loss" commercial risk deductible provisions that are usually found in regular insurance policies. The special coverage is now available to companies with a net worth of $2 million or less who have not used the services of Eximbank or FCIA during the past five years, and whose average annual export sales for the past two years did not exceed $750,000.

However bright this picture at the Eximbank and the FCIA may look, dark spots do exist. Out of all the programs offered, none really exist in significant amounts to make funding available for the short-term transactions that constitute the major kind of export sale made by small exporters and which also account for the large proportion of sales made by medium-sized exporters. The pro-

grams that are offered have not been designed to improve the recourse-worthiness of the exporter, but rather to bolster the credit of the foreign buyer with U.S. private bankers. Eximbank is now at work on this problem.

The Bank has also used less than the congressional approved amount of the loans and guarantees it is authorized to use. These authorizations have also shown a significant decline in past years. In fiscal year 1975, for example, this figure totaled $5.4 billion or about 5 percent of U.S. exports. By contrast, in 1982, Eximbank loan and guarantee authorizations were only $4.3 billion or 2 percent of U.S. exports. In addition, in 1981, only 1 percent of Eximbank's direct loans were for transactions where a small firm was the main supplier, 14 percent of its guarantees were for small exporters, and 22 percent of its discount loans. Given the gravity of the current U.S. trade deficit, stimulating export activity should be a crucial priority for the bank.

Together the FCIA and the Export-Import Bank serve as the leading Federal financing authority for small- and medium-sized business exporters. This central role demands greater efforts by both to promote their programs; greater acceptance of these programs by the small business community and smaller banks, who traditionally have perceived the Eximbank as a helper of big business; and simplification of the complicated application process required by the Exim and FCIA which has effectively deterred local and regional bankers, as well as their smaller customers, from turning to the Bank for assistance.

C. Small Business Administration Export Loan Program

Under the Small Business Export Expansion Act of 1980, the Small Business Administration (SBA) was authorized to create its Office of International Trade. The legislation also provided for two types of financing: (1) Export assistance which would allow the exporter to engage in export market development, pay for export advice, attend trade shows and conduct other activities necessary to prepare for exporting; and (2) financing for the actual sale of goods.

The 1980 law permits the SBA, either directly or through participating financing institutions, to extend a credit line for export development or pre-export financing for periods of up to 18 months. These funds cannot be used to purchase fixed assets or to pay existing obligations. There are other SBA loan programs that are available for fixed asset financing and they can be used in conjunction with the revolving line of credit.

Application for assistance is made through a local participating financial institution as SBA has determined that direct loans cannot be used for this program. This means they will extend the credit only if there is the participation of a private financial institution. Under the program, they can guarantee up to 90 percent of the bank line of credit. Small businesses continue to be eligible for other SBA assistance as long as the total credit extension does not exceed a statutory maximum of $500,000.

As with the Eximbank small business program, the SBA program has also been underutilized. Since July 1, 1982, the program has only guaranteed a total of $3.4 million in revolving lines of

credit although it is part of total guaranteed loan assistance which in fiscal year 1984 totaled $3.3 billion.

D. Commodity Credit Corporation (CCC)

The CCC is the Department of Agriculture's means of expanding export sales of U.S. agricultural commodities. Under its Export Credit Sales Program it extends credit to foreign buyers of U.S. agricultural commodities. Credit terms are commercial, extending from 6 months to 36 months.

The Non-Commercial Risk Assurance Program provides insurance coverage against non-commercial (political) risks on the exports of farm commodities. CCC requires that the export sale be secured by an irrevocable letter of credit from a bank in the buyer's country.

The Export Credit Guarantee Program provides comprehensive (for both commercial and political) risk coverage to U.S. exporters when private credit is extended to finance export sales of U.S. agricultural commodities. With this program U.S. exporters can consider extending credit on the basis of three years or less to foreign buyers of U.S. agricultural commodities, and assign the risks of non-payment to CCC.

For further information, write or phone: Commodity Credit Corporation, Foreign Agricultural Service, U.S. Department of Agriculture, Room 4526, South Building, Washington, DC 20250. (202) 447-3224.

E. State export financing

On the State level, where problems of the small- and medium-sized business perhaps may best be addressed, about half of the 50 States are seriously considering export financing program initiatives. While six have already passed legislation authorizing export finance programs, 10 others are currently pushing various legislative initiatives. Among these programs are Ohio's State export bank, Louisiana's establishment of State trusts for direct export financing loans and its agricultural assistance act, Minnesota's State Foreign Trade Association, Illinois' State Export Development Authority, Iowa's Export Development Corporation, Tennessee's Competitive Export Corporation (TCEC), and California's Export Finance Board.

Because every State has a highly diverse export base and variations in jurisdiction, individual State export financing initiatives are necessarily tempered by such considerations. These differences tend to strain the cohesion of truly strong multi-State export activity. In addition, difficulties with program definition, focus, and legislative intent beset the success of the various State initiatives.

The First Washington Associates, in a multi-volumed study on State export financing needs prepared in August 1983, for the International Trade Administration, U.S. Department of Commerce, identify five programs, which, if properly structured, could increase and facilitate State export activity:

(1) Export finance counseling services to raise awareness of the importance of proper financing to export success, explain the mechanics of export credit, and provide information which will help

exporters arrange satisfactory credit with their banks and other financial institutions.

(2) Pre-shipment and post-shipment guarantee programs to bolster the creditworthiness of smaller firms which are unable to arrange satisfactory loans with the commercial banks in the absence of such support.

(3) Medium-term fixed rate funding programs for post-shipment finance, provided by the State to help capital goods exporters, which need such funding and cannot arrange it on competitive terms without such support.

(4) Post-shipment export credit insurance programs, in which the State would take out a policy with FCIA or other private insurers and offer coverage to small exporters, helping them to fulfill policy requirements.

(5) An Eximbank delivery system program, under which the State would issue and help service modest-sized Eximbank loans and guarantees under discretionary authority granted by Eximbank, or would otherwise help exporters fulfill Eximbank's requirements to obtain its financial services.

APPENDIXES

Appendix I.—State Profiles

ARIZONA

State office: Office of Economic Planning and Development, International Trade Section, Executive Tower—4th Floor, 1700 W. Washington, Phoenix, AZ 85007; (602) 255-3737.

Dept. of Commerce: ITA and U.S. Commercial Service, 2950 Valley Bank Center, Phoenix, AZ 85703; (602) 261-3285.

SBA: SBA District Office, 3030 North Central Avenue, Suite 1201, Phoenix, AZ 85012; (602) 241-2203.

Overseas offices: None.

Staff: The staff of six includes specialists in international trade and development, and is supplemented by a two-person support staff.

Overview: Arizona is at the center of the Southwest's boom into technology, representing half of the state's total manufacturing employment. Approximately 20 percent of manufactured goods, 28 percent of agricultural products, and 26 percent of mineral products are exported.

Under an ITA grant in 1983, the International Trade Section was able to publicize and disseminate information on its programs and resources to 362 potential small business exporters through the use of direct mail and a slide presentation. More than $1 million in new export sales were generated as a result of this effort.

A. Counseling

An average of seven companies a month were seen on an individual basis and advised by the international trade staff. A total of 108 companies were assisted under the program, from the beginning evaluation of export potential to the final trade activities, such as transportation and documentation. As a result, nearly $1 million in new sales were generated by the export counseling program.

B. Seminars and conferences

In the last year and a half more than 1600 Arizona companies attended 24 different seminars and workshops. The focus of each was on a selected country and region. Export marketing techniques, as well as the economic and potential trends of that part of the world, were discussed and analyzed.

C. Publications

A bimonthly international trade newsletter, known as "World Business Review," provides tips on international business travel and a column updating U.S. legislative action affecting exports.

Arizona also published an International Trade directory listing all companies classified by SIC numbers, which contains information on foreign trade zones, the Mexican Border Development Program, and a host of international trade services from custom house brokers to international lawyers.

D. Trade missions and trade shows

Staff either accompanied or represented Arizona companies at trade fairs in Munich, West Germany; Sydney, Australia; Mexico City, Mexico; and Taipei, Taiwan. Last October, companies from throughout the Southwest went on a high tech trade mission to the Far East.

E. Trade leads

These are included in "World Business Review."

F. Special services

An annual statistical brochure of Arizona's exports is published. Also, a photographic exhibition was produced and displayed in London and a film in Japanese shown in Japan to attract tourists and foreign investment.

CALIFORNIA

State: California State World Trade Commission, 1121 L Street, Suite 310, Sacramento, CA 95814; (916) 324-5511.

Dept. of Commmerce: Federal Building, Box 36013, 450 Golden Gate Avenue, San Francisco, CA 94102; (415) 556-5860. 11777 San Vicente Blvd., Room 800, Los Angeles, CA 90049; (213) 209-6707.

SBA: SBA District Office(s): 2202 Monterey Street, Fresno, CA 93721; (209) 487-5657. 350 S. Figueroa St., 6th Floor, Los Angeles, CA 90071; (213) 688-4375. 211 Main Street, 4th Fl., San Francisco, CA 94105; (415) 974-0596. 880 Front St., Rm. 4-S-29, San Diego, CA 92188; (714) 293-6515.

Overseas Offices: None.

Staff: Seven staff members, including trade specialists in the fields of manufacturing and agriculture. One staff member serves exclusively as a small business representative.

Overview: By order of the state legislature, the World Trade Commission was established in 1982 to represent or assist in representing the interests of California-based companies in foreign market transactions through trade delegations, missions and seminars. The Commission operates as a non-profit public benefit corporation and encourages the expansion of international trade, foreign capital investment and tourism.

The Commission consists of 15 members designated or appointed as representatives of the Governor, Lt. Governor and the leaders of the State Assembly and Senate. The members include lawyers, accountants, businessmen and women, and engineers. The legislation also established an advisory council to assist the commission in its

duties. Advisory Council members represent both small and large businesses, the state legislature, unions, port authorities, export management companies and various state departmental agencies.

The Commission, with the help of its advisory council, has tapped the potential of many state businesses previously unaware of prospects in exporting.

A. Counseling

Various associations and businesses have been helped to conclude export sales by the WTC, which moves them through the bureaucratic maze. The WTC helped the California Seed Association to conclude a multi-million dollar export sale of wheat seed to Saudi Arabia by solving state regulatory problems.

B. Seminars and conferences

The Commission has joined forces with various state agencies and universities to conduct seminars and hold conferences throughout the state dealing with particular products and/or countries.

It is co-sponsoring a series of seminars on agricultural trade development in an effort to improve the profit making potential of shippers and exporters.

In conjunction with the U.S. Department of Transportation, the Commission sponsored a workship on "Exports, Transportation and Private/Public Cooperation," and cooperated with the California State University at Dominguez Hills on export opportunities in the Asian/Pacific region.

C. Publications

An Export Services Guide has been written to help introduce the new exporter to the process of international trade.

As part of a feature highlighting the Summer Olympic Games in Los Angeles, a special trade supplement was placed in the American Embassy's "London Commercial Newsletter" featuring the product lines of California businesses.

D. Trade missions and trade shows

The Secretary of Business, Transportation and Housing led a California delegation to Japan, its number one trade partner. While there, the delegation hosted a "Greater California Exposition" to promote industry, agriculture, investment opportunities and tourism to the Japanese.

E. Trade leads

California has no special program designed to disseminate trade leads to its exporting firms.

F. Special services

During the Summer Olympics, the Commission will set up a trade booth displaying the economic diversity and strengths of California products. Each day, events highlighting bilateral relationships will be held in an effort to attract foreign buyers.

FLORIDA

State: Bureau of International Trade and Development, Collins Building, 107 West Gaines Street, Tallahassee, FL 32301; (904) 488–5280.

Department of Commerce: District Office, Federal Building, 51 Southwest First Avenue, Suite 224, Miami, FL 33130; (305) 350–5267.

SBA: 400 West Bay Street, Room 261, P.O. Box 35067, Jacksonville, FL 32202; (904) 791–3107. 2222 Ponce de Leon Blvd., 5th Floor, Coral Gables, FL 33134; (305) 350–5833.

SBDC: SBDC, University of West Florida, 627 University Office Blvd., Pensacola, FL 32504; (904) 478–2820.

Overseas offices: Frankfurt and Tokyo, as well as a cooperative working relationship with 13 international trade councils and the Chamber of Commerce.

Staff: 35 staff members, including representatives from the Division of Economic Development, U.S. Department of Commerce.

Overview: Florida has one of the strongest and most in-depth export educational programs in the nation. Through a series of publications and seminars, Florida companies can become well-versed in all aspects of exporting.

A. Counseling

International trade specialists are available for private, in-plant consultations.

B. Seminars and conferences

Over 49 export seminars with 1,500 participants were held in 1983.

C. Publications

It is in this area that Florida excels. Beginning with a pamphlet that enables companies to measure their export potential, Florida has published brochures and fact sheets covering a step-by-step approach to exporting. Topics include invoices, documentation, and pricing. A booklet containing names of international bankers and freight forwarders has also been published.

At the most practical level, "how to" publications include checklists on responding to a trade lead, making a shipment and 21 questions that should be clear before making or shipping an order.

In addition, a monthly newsletter, "The International Roundtable" is published by the Tampa Bay World Affairs Council, Inc. and is available for $15 per year. Included are articles of current general interest to the exporter, a calendar of local and international trade events, and a section on trade leads.

D. Trade missions and trade shows

Trade missions have been led throughout South America, and the Lt. Governor plans to lead missions to Canada, China and the Middle East during the next year.

Trade shows and fairs were attended by Florida companies in Germany, France, the Bogota Fair in Colombia, and a construction trade show in Indonesia.

E. Trade leads

Almost all Florida exporters with computer terminal dial-up capability have access to the Florida Department of Commerce's trade lead data base. The trade lead file contains leads from the U.S. Department of Commerce (TOP), as well as trade leads obtained by the Florida bureau. The information is for public use, and the only charges are for actual computer use. An account can be established and training provided for those interested.

F. Special services

Export Facts, a toll-free telephone information system can provide on-the-spot information on exporting, as well as sources for assistance. The number is 1-800-342-0771.

HAWAII

State: Hawaii International Services Agency, State of Hawaii, P.O. Box 2359, Honolulu, HI 96804; (808) 548-3048 or 548-3069.

Dept. of Commerce: Federal Building, 300 Ala Moana Blvd., P.O. Box 50026, Honolulu, HI 96850; (808) 546-8694.

SBA: SBA District Office, 300 Ala Moana Blvd., P.O. Box 50207, Honolulu, HI 96850; (808) 546-3119.

Overseas offices: None.

Staff: Six full-time staff members.

Overview: The Hawaii International Services Agency (HISA) is an international trade arm of the state's Department of Planning and Economic Development. Established in 1967 to assist Hawaii's business sector to launch successful trade and commerce programs, HISA utilizes a broad network of international business and government contacts throughout the world to promote state export activity, as well as foreign investment. The agency expecially promotes regional cooperation and professional interchange between Hawaii and countries in the Pacific Basin and views the bilateral relationship between the U.S. and Japan as one of the most important in the world.

A. Counseling

Counseling by staff members is provided to local businesses and individuals interested in international trade. HISA seeks to facilitate export operations for companies new to the export scene, and it utilizes its facilities and many contacts to counsel these companies in the most effective ways possible.

B. Seminars and conferences

Creating community awareness on international economic affairs is a major priority for HISA. Through its various outreach programs it attracted in 1982 alone over 2,000 participants and featured 119 speakers. Among the major activities were: a 3-part series on U.S.-Japan relations—"Japan Insight"—which addressed critical economic issues between the two countries; a conference titled "Canada and Hawaii: A New Look"; and three separate seminars dealing with business and trade in the Philippines, trade and investment opportunities in Thailand, and ASEAN and the Pacific community.

C. Publications

HISA has three major publications which it distributes locally, as well as to 40 selected U.S. Embassies and consulate libraries and to foreign economic organizations abroad. These are the Trade Report, International Market Briefs and International Business Series. The publications consist of trade show notifications, lists of foreign retailers, statistics on Hawaii's foreign trade activity, and various other export-related subjects.

The division also operates a specialized trade reference library which contains over 3,200 volumes and publications, focusing primarily on economic matters pertaining to the Pacific Basin.

D. Trade missions and trade shows

HISA feels that exporting of Hawaii's products and services to overseas markets is instrumental in helping to diversify the State's economic base. Trade fairs, shows and business missions are an ideal way to meet foreign buyers and establish the contact needed for successful export operations. To this end HISA has served as organizer and coordinator of 16 trade fair exhibits and 26 overseas missions. The agency has also acted as sponsor for several locally-based trade exhibits.

E. Trade leads

Trade leads are handled through the agency's publications trade reference library.

F. Special services

A special feature of Hawaii's seminar and conference program is the Pacific Roundtable. The Roundtable is an informal, "off the record" session where visiting specialists discuss a broad range of international topics such as foreign policy, trade, tourism and politics. Since its inception there have been a total of 59 Roundtable meetings held.

HISA is a member of Sister Cities International, the Association of Western State Trade Directors, and the World Trade Centers Association (WTCA). An international body of 100 organizations representing 40 countries, the WTCA serves as an excellent source of quick contact with trade organizations throughout the world. Hawaii also created a special committee in 1979, the Governor's Advisory Council on China Affairs, to coordinate Hawaii's relationship and interface with China.

INDIANA

State: International Trade Division, Indiana Department of Commerce, 444 North Meridian Street, Indianapolis, Indiana 46204; (317) 232-8845.

Dept. of Commerce: 357 U.S. Courthouse and Federal Office Bldg., 46 East Ohio Street, Indianapolis, IN 46204; (317) 269-6214.

SBA: New Federal Building, 575 No. Pennsylvania Street, 5th Floor, Indianapolis, IN 46209; (317) 331-7280.

Overseas offices: Far East, Colombia, and Western Europe.

Staff: 7 persons with experience in business and languages, plus representatives in each overseas office.

Overview: Created by the Indiana State Legislature in 1964, the International Trade Division of Indiana's Department of Commerce has been so successful in fulfilling its objectives of increased manufactured exports and promotion of Indiana's statewide port system that in 1976 it received the Presidential "E" Award for outstanding international trade promotion. The criteria for this award are excellence in export promotion and significant contributions to export expansion during a three year period.

The Division sees its primary role as being a liaison agency between interested foreign customers and Indiana businesspersons and works closely with other state organizations, such as the U.S. Department of Commerce District Office and the Indiana Port Commission, to achieve this end.

A. Counseling

Indiana offers a basic program of counseling for potential exporters which outlines steps for entering international trade, including determining the marketability of products, available distribution networks and overseas contacts. It also has organized a complete library of information on many countries and world markets, including international trade periodicals and reference materials.

B. Seminars and conferences

Seminars and conferences are held statewide which address the how-to's of exporting and target the specifics of doing business in selected overseas markets.

C. Publications

Of the publications of Indiana's International Trade Division the most complete is "Trade Winds", a monthly publication available free to all Indiana residents. The magazine lists trade leads, joint venture opportunities, distributor requests, foreign investment opportunities, seminars, trade fairs, services and other timely information on the export market situation.

Also published are trade lead notices called "Tradegrams." These trade leads are of particular urgency and are dispatched to appropriate businesspersons and companies.

In addition, the Division publishes an exceptional export resource booklet called "International Trade Services in Indiana." Available by request, this 15-page directory lists information agencies mostly based in Indiana that can address and advise on specific questions about exporting; 39 Indiana export sale organizations; Indiana banks with international divisions especially geared to provide such services as international financing and marketing assistance, credit information, foreign exchange and letters of credit; foreign freight forwarders; U.S. customs bonded warehouses in Indiana; steamships agents; international air cargo lines; telex and translation services; insurance companies and agents; and a complete list of foreign consulates and trade offices.

D. Trade shows and trade missions

Such activities are deemed vital by the Division to successful and effective overseas trade operations. Currently, trade and investment missions are taken to South America, Western Europe and

the Far East. Participation by Indiana businesspersons in overseas trade fairs is also strongly encouraged.

E. Trade leads

Indiana has no specific trade lead distribution system other than through its publications, "Trade Winds" and "Tradegrams."

F. Special services

A unique facet of Indiana's trade division is its Honorary Trade Ambassador Program. Through the program Indiana businesspersons, as well as foreign graduates of Indiana's universities and colleges, voluntarily deliver information on Indiana's international activities and potential to U.S. Embassies, trade associations, companies, and banks overseas.

A further major development and focus of promotion for Indiana is its statewide port system. The Port of Indiana, or Burns Waterway Harbor, is located on Lake Michigan at Portage, Indiana, 35 miles east of Chicago and easily accessible from major north-south and east-west interstate highways. Characterized as the most pilferage-free port in the country, it provides an easily navigable, direct approach harbor entrance, ample grain storage and transfer facilities, and capabilities that encompass the handling of all types of cargo.

The Southwind Maritime Centre, located at Mt. Vernon near Evansville, Indiana has a reputation as one of the most modern ports on the Ohio-Mississippi system. In 1979 it handled 669,640 tons of cargo, a 73% increase over 1978. The port provides services to New Orleans and has many advantages to offer its users.

Clark Maritime Centre will be Indiana's eastern terminal on the Ohio River and is located at Jeffersonville, Indiana across the river from Louisville, Kentucky. The port will have facilities for storage of bulk and liquid cargo.

In the area of export financing, Indiana is the first state to amend an existing program to provide working capital loan guarantees for exporters. Under expanded terms of the Indiana Employment Development program, working capital loan guarantees of up to $300,000 are now available for eligible exporters.

KANSAS

State: International Development, Kansas Department of Economic Development, 503 Kansas Avenue, 6th Floor, Topeka, KS 66603; (913) 296-3483.

Dept. of Commerce: 601 E. 12th Street, Room 1840, Kansas City, MO 64106; (816) 374-3142.

SBA: SBA District Office, 110 East Waterman Street, Room 141, Wichita, KS 67202; (316) 269-6273.

SBDC: SBDC, Wichita State University, College of Business Administration, 1845 Fairmount, Wichita, KS 67208; (316) 689-3193.

Overseas offices: None.

Staff: Two full-time staff people.

Overview: Although the International Division of the Kansas Department of Economic Development (KDED) is young (it started operating in 1981) and the staff small, it has an impressive record

and shows great promise of becoming one of the export leaders in years to come.

The division stresses the importance of export and marketing education and strives to promote this objective through its publications and counseling programs. This approach aims at developing the roots of a truly successful exporting program, and it places Kansas as a fine model for other state international divisions that are just getting started.

A. Counseling

From contacts made through seminars, call-ins, and referrals the staff of the international division does a large amount of export field counseling. They see their role as that of an intermediary, assisting to hook up interested potential exporters with the appropriate experts. The counseling system has succeeded in reaching approximately 100 export clients, who now receive assistance on a continuing basis in areas such as financing, marketing, and the technical aspects of exporting.

B. Seminars and workshops

Because of its small size the International Division participates in seminars in conjunction with the two state World Trade Clubs (in Wichita and Kansas City), the Western Kansas Manufacturers Association, the U.S. Department of Commerce's district office in Kansas City, Missouri and its branch office in Wichita. On February 18, 1984, for example, an export documentation seminar was co-sponsored with the World Trade Council of Wichita, the Wichita Commerce District Office, the SBA, and the U.S. Customs Service. Other seminar topics have been marketing strategies, specific country markets, finance, and transportation.

C. Publications

The major publication is the annually updated export directory which lists and indexes over 3500 Kansas companies and products currently involved in exporting. Each company listing includes address, telephone number, principal company official and product, as well as an employment and exporting designation. The directory also lists names of export management firms, freight forwarders, translators, and banks with international departments.

This publication serves as the major promotional piece for Kansas products and has been sent to all overseas Foreign Commercial Service posts, to all the Embassies in Washington, D.C., and to various foreign firms who have requested a copy. It sells for $25.00 and can be obtained from the KDED.

A second major publication, "Developing International Market Programs", is a step-by-step guide to exporting which is used primarily in field counseling. It addresses all aspects of the marketing process, from how to develop an initial marketing study to implementation of an actual promotional plan and follow-up on its effectiveness.

D. Trade missions and trade shows

Trade missions have been planned and coordinated to such places as Japan, Kenya, Germany, Taiwan, and the People's Re-

public of China. They have proven instrumental in bringing numerous new market opportunities to Kansas businesses.

E. Trade leads

Due to lack of funds, the International Division does not have a computerized matching system to assist in trade lead dissemination, but the staff attempts to do as much of this as they can by hand. Promising leads are matched with appropriate Kansas companies and then sent out by either letter or phone. These efforts have succeeded in the formation of several joint ventures, as well as numerous exports of products and technology.

MICHIGAN

State: Office of International Development, Michigan Department of Commerce, P.O. Box 30105, Lansing, MI 48909; (517) 373-6390.

Dept. of Commerce: 445 Federal Building, 231 West Lafayette, Detroit, MI 48226; (313) 226-3650.

SBA: SBA District Office, McNamara Building, 447 Michigan Avenue, Room 515, Detroit, MI 48226; (313) 226-4276.

SBDC: SBDC, Wayne State University, School of Business Administration, Detroit, MI 48202; (313) 577-4848.

Overseas Offices: Brussels, Belgium and Tokyo.

Staff: 12 full-time staff members in the central office in Lansing, plus additional staff in the Detroit and overseas offices.

Overview: Ranked 4th nationally in quantity of manufactured goods exported and 7th in export-related employment, Michigan strives to promote international trade in a variety of ways. Its overseas offices are among the oldest to have been established by a state, and they play an essential role in the state's promotion efforts.

A. Counseling

Michigan's Office of International Development (OID) assists potential exporters with any questions they have and encourages active participation in trade fairs, missions and catalog shows. Through their "Export Client Program" they assist in the location of overseas representation and suitable product markets for the company, help to establish appropriate sales channels, and provide what they call a "company profile".

The company profile is to be completed by the company and includes a detailed company and product description, price lists, photographs, and any additional information they wish to include to make their product as marketable as possible. In addition, the OID sends out international trade specialists to individual firms to assess their product, capabilities, and marketing ambitions.

Although it stands ready to assist potential exporters at any stage of the exporting process, the OID strongly stresses company autonomy and encourages companies to conduct export operations as much on their own as possible. Ultimately, this fosters greater independence and self-confidence by the exporting firm, which is reflected in its overall long-term operations.

B. Seminars and conferences

Seminars on various aspects of overseas sales are held regularly and provide information considered helpful to the Michigan business man and woman.

C. Publications

The OID publishes a quarterly newsletter, "Michigan Trade Winds" which is distributed free of charge to more than 10,000 Michigan businesspeople, executives and government leaders. In addition, the Office actively encourages firms to take advantage of the many resources of the U.S. Department of Commerce's district office located in Detroit.

D. Trade missions and trade shows

Michigan believes person-to-person contact through trade missions and shows to be the vital first step for the small and medium-sized exporter. To this end it encourages Michigan firms to participate and get involved in such activities, and it utilizes its overseas offices in Tokyo and Brussels to make arrangements, set up meetings, and distribute advance notice of Michigan products to be represented.

Among more recent trips were trade missions to Africa's Ivory Coast, the Far East, Kenya, Brazil and Venezuela and trade/catalog shows to Nigeria, Singapore, and China.

E. Trade leads

Michigan has no specific computerized system of trade lead dissemination, but it uses its overseas offices and international trade specialists to target and research markets which hold the most promise for selected Michigan-manufactured products.

F. Special services

In the area of overseas operations, Michigan shines. As one of the first states to establish overseas offices, Michigan relies heavily on its carefully selected staffs in Tokyo and Brussels to facilitate export operations as much as they can. Visiting company representatives are individually counseled by the staff, who also prepare export market analyses, including researching the market, publicizing the product, and contacting potential buyers.

With the Exporter's Travel Assistant Program (EX-TAP), each Michigan company also is assured that when it visits Europe or Japan to meet potential distributors, appointments will have been arranged, reservations made, and, when possible, a staff member will be available to accompany the company representative, to the various meetings. EX-TAP seeks to make overseas business trips by Michigan firms as convenient and productive as possible.

In addition, the overseas offices carefully monitor dates and places of important trade fairs and relay this information back to Michigan's domestic offices for dissemination to local businesses. They work closely with the U.S. Department of Commerce's overseas trade offices. And they publish a newsletter distributed throughout their respective business communities which identifies

Michigan companies participating in the export program and showcases their products.

MINNESOTA

State: Minnesota Trade Office, 90 West Plato Boulevard, St. Paul, MN 55107; (612) 297-4222.

Dept. of Commerce: 218 Federal Building, 110 South 4th Street, Minneapolis, MN 55401; (612) 725-2133.

Small Business Admin: SBA District Office, 100 North 6th Street, Minneapolis, MN 55403; (612) 349-3541.

SBDC: SBDC, College of St. Thomas, 2115 Summit Avenue, St. Paul, MN 55105; (612) 647-5840.

Overseas offices: Stockholm, though this office deals mainly with reverse investment.

Staff: 35 person staff with biennium budget allocation of $6.7 million.

Overview: The Minnesota Trade Office was created on July 1, 1983 as a result of Governor Perpich's initiative and legislative action by the 1983 Legislature. The office's four sections combine international trade development activity for manufactured goods with promotion of the State's agricultural products. The major thrust of the organization's efforts are directed at developing Minnesota's small- and medium-sized businesses and its emerging agricultural commodity producers.

A. Counseling

Through a volunteer consultants program the Trade Office matches companies in need of help in the international arena with available volunteers. International lawyers, bankers, sales managers, and the Small Business Administration Retired Businessmen organizations (SCORE) volunteer their services to consult with businesses on specific export problems.

B. Seminars and Conferences

Over 40 seminars and workshops which address a wide range of export-related subjects not adequately covered by private or public organizations have been scheduled between Fall 1983 and Fall 1984. Topics include everything from why/what/where/when/how small businesses should export to patent protection, licensing, agreement negotiations, financing, and export/import documentation.

C. Publications

Minnesota has two types of publications: trade service directories for Minnesota companies listing freight forwarders, international banks, etc., and directories of Minnesota products by industry to be used as a sales tool in foreign countries.

D. Trade missions and trade shows

In addition to organizing industry-specific trade shows and missions which maximize the potential of Minnesota companies to expand sales, conclude licensing agreements, and generally pro-

mote successful international trade, the Minnesota Trade Office has developed a unique program called Minnexport.

Designed to help Minnesota's small new-to-export businesses in the medical, manufacturing, food services and tourism sectors enter foreign markets, Minnexport has trade missions planned in 1984 to the Far East, Stockholm, Frankfurt, Oslo, London, and Dusseldorf. Companies chosen to participate are first screened for the exportability of their products. Their representatives then undergo intensive training in basic international marketing, and their products are pre-marketed. After the participants return to Minnesota, staff and Mini-Export boards review marketing plans to insure the companies' penetration of foreign target markets.

E. Trade leads

A trade lead information data base system is now being developed which will match Minnesota products with foreign demand for these products. Through this system companies will be notified of foreign sales opportunities.

F. Special services

Efforts are currently underway to develop a mentor, or "buddy", system of matching new-to-export companies with non-competing experienced exporters. Experienced companies can then show novice exporters "the ropes", as well as introduce new products into markets in which they regularly operate.

A further key element of the Minnesota Trade Office is its export finance authority, the first of its kind, which has a $2 million small business pre-export loan guarantee program designed to provide operating capital for the period between conclusion of a sales agreement and time of delivery. The program is also open to medium-sized manufacturers, service firms, export management companies, and export trading companies.

NEW YORK

State: New York State Department of Commerce, Division of International Commerce, 230 Park Avenue, Suite 2240, New York, NY 10169; (212) 949-9290.

Dept. of Commerce: 1312 Federal Bldg., 111 West Huron St., Buffalo, NY 14202; (716) 846-4191. Federal Office Building, 26 Federal Plaza, 37th Fl., Foley Square, New York, NY 10278; (212) 264-0634.

SBA: SBA District Office, Federal Office Bldg., 26 Federal Plaza, Rm. 3100, New York, NY 10278; (212) 264-5272.

Overseas Offices: London, Wiesbaden, Tokyo, Montreal, and Toronto.

Staff: 32 member staff.

Overview: The Division of International Commerce's primary goal is to develop export opportunities for New York companies. This goal has been accomplished by giving sales and educational assistance to all businesses, with a particular interest in small- and medium-sized firms.

Export sales of "Made in New York" (the state slogan and publicity campaign for its domestic products) products are valued at more than $15 billion annually, representing 13% of all manufac-

turing production and supporting 377,000 jobs. Twenty-three percent of all New York manufacturers make use of the export services provided.

Over the past three years, 240,000 overseas inquiries, directly attributable to the division's programs, have resulted in $43 million worth of new export sales.

A. Counseling

Individual counseling is conducted throughout the state by five roving international trade specialists who advise export seminar participants on their particular needs.

B. Seminars and conferences

More than 40 seminars a year are attended by over 2000 participants throughout the state and cover a wide variety of issues, from the business of exporting to "How culture and language affect trade."

Every year these seminars are publicized through local or national organizations and public service announcements on local television. Catchy phrases such as, "You don't have to be an expert to export," have been successful in attracting participants.

C. Publications

The international division has produced two publications and distributed them to manufacturers throughout the state. The first, "Export—A World of Opportunity" is a brochure designed to entice manufacturers by briefly describing the benefits of exporting. The second, "Selling to Foreign Markets—A Guide to Profitable Exporting" is a "how to" book with listings of companies that provide essential services, as well as an excellent description of such services, a bibliography, and a glossary of terms essential to better export understanding.

In addition, the division has published a New York State products index in five languages (English, Spanish, German, French and Japanese) and distributed it to worldwide overseas buyers. Many of these indexed products also have been advertised in a supplement distributed by the U.S. Embassy in the United Kingdom. In the last two years, more than 4000 inquiries of "MADE IN NEW YORK" products have been generated by this supplement.

D. Trade missions and trade shows

Since 1980 more than 250 New York State firms have participated in over 50 international trade shows and generated more than $10 million worth of business. In 1983, the division developed a solo exhibit called "Hi-Tech/MADE IN NEW YORK." This show has travelled throughout the Far East and Australia and has resulted in several hundred thousand dollars of sales to date. A projected $12 million in sales is anticipated from the four shows.

E. Trade leads

The Division of International Commerce publishes an Export Opportunities Bulletin organized by SIC code covering 18 categories. Each month more than 60 inquiries are referred to some 11,000 New York State manufacturers and suppliers, who then contact

the overseas buyer directly. Since 1980 almost $50 million of business was directly linked to leads in the Export Opportunities Bulletin.

F. Special services

Each year the Governor designates one week as World Trade Week during which luncheons, dinners, and seminars are held with a specific focus on exporting. One of the week's highlights is the recognition given to small- and medium-sized manufacturers whose exports represent at least 15 percent of their sales. A select group of these businesses are honored each year with the Governor's Award for Achievement in Export.

In 1979, the Governor's Council on International Business (CIB) was created. The CIB is composed of 45 members from the business, labor and academic communities. Aside from advising the Governor as to whom should receive an achievement award, the CIB also reviews existing state programs and helps to develop new programs. The CIB has designed and developed studies to evaluate the export potential of industries and the foreign investment available to New York.

NORTH CAROLINA

State: North Carolina Department of Commerce, International Division, 430 North Salisbury Street, Raleigh, NC 27611; (919) 733-7193.

Dept. of Commerce: 203 Federal Building, West Market Street, P.O. Box 1950, Greensboro, NC 27402; (919) 378-5345.

SBA: SBA District Office, 230 S. Tryon Street, Room 700, Charlotte, NC 28202; (704) 371-6578.

Overseas offices: Offices are located in Dusseldorf, West Germany, and Tokyo, Japan. They are linked to each other by Telex, as well as to the central office in Raleigh. Between 1980 and May 1983, over 310 North Carolina companies were directly assisted by these overseas offices.

Staff: 5 full-time staff members, including two international trade specialists, a trade consultant, and two overseas representatives responsible for international development and North Carolina trade promotion. Each staff member has lived and traveled extensively overseas and possesses proficiency in at least one foreign language. Together the staff possesses export expertise responsible for marketing industrial, technical and consumer goods to over 100 countries.

Overview: North Carolina has one of the most carefully integrated and highly successful export programs in the country. It ranks 11th nationally in exports and 2nd in the South. Success from state led trade missions and shows earned the state the Presidential E Award, and for continued success in increased exports it was awarded the E-Star Award, making it one of the only state governments to receive this award.

The state's Trade Development Program focuses specifically on direct and indirect assistance to state manufacturers, service companies, and individuals interested in entering or expanding sales of their products in overseas markets. The trade team also seeks to

create a greater awareness of the economic importance of trade to the state and nation by assisting, involving, encouraging and cooperating with other trade development groups, both in-state and out. The almost 100% increase of exporter manufactured goods from 1977 to 1980, and the 96,000 state jobs created by this increase, dramatically illustrates the success of North Carolina's efforts.

A. Counseling

Between 1980 and May 1983, 11,300 trade assistance contacts with North Carolina firms were made by personal on-site visits, as well as by phone contact. The North Carolina Department of Commerce (NCDOC) trade assistance program highly regards personal export counseling and recruits its staff on the basis of their export business expertise, as well as training them further to counsel and assist firms in all phases of practical exporting. Familiarity with the state's business community is a high priority, and trade team members regularly visit the exporting companies to assist and counsel in areas where assistance is needed.

In addition, the NCDOC international trade staff has counseled six state banks on export trading company planning and actively serve as advisors on trade development and curriculum boards of major Chambers and Universities.

B. Seminars and conferences

Seminar and conference activity in the past three years has succeeded in contacting over 2,000 North Carolina companies, with such topics as Middle East trade opportunities, Exporting to Japan, Reaching the Latin American Markets, Indirect Marketing, International Legal Aspects/Up-date, and Technical and Agri-Technical Exports.

C. Publications

NCDOC's international division has an ongoing commitment to producing up-to-date reports and studies on a wide variety of export-related topics. Currently available topics include: "Export Marketing—An Overview", "Export Suggestions from North Carolina Industry Professionals", "Developing A World Trade Center", "Exporting—Yes or No". They also foster trade awareness to legislators and the general public through frequent media interviews and news releases.

D. Trade missions and trade shows

North Carolina holds the distinction of being the first state to sponsor an overseas trade mission. In 1959, Governor Luther Hughes led a group of sixty North Carolina manufacturers and farmers to develop trade with Western Europe markets. Since then, the state has been active in all phases of organizing, participating and following up overseas sales trips and expositions. These successful efforts have merited both the Presidential E Award and the E-Star Award.

Recent activities include the Agri-Expo '81 in Mexico City, with fourteen North Carolina firms participating, and trade missions to the Dominican Republic, the Far East and Western Europe.

E. Trade leads

North Carolina's international division provided as many as 2,000 trade leads to North Carolina companies in the period between 1980 and May 1983. Using an IBM Systems 36, the Division matches foreign buyer trade leads with the appropriate domestic manufacturers.

An especially unique feature of their trade lead program is the Foreign Buyer Program, designed for the Southern Furniture Market, an international exposition held in North Carolina that attracts overseas agents, contract buyers, and distributors from 64 countries. The division places a high priority on assisting new-to-export, new-to-market firms to take maximum advantage of this exposition to develop and bolster their exportable products. This assistance includes counseling on how to prepare for the buyers' visit, as well as how to locate mailing lists of foreign participants from previous years and the best way to contact and invite them and other prospective agents/buyers to the firm's U.S. exhibit.

F. Special services

Recently, NCDOC's international division applied for and received close to $100,000 from the U.S. Department of Commerce's International Trade Administration to fund their Tech-Trade Small Business Assistance Program. These funds will be matched by the NCDOC and used to operate a three phase, multi-stage export marketing program designed to increase by as much as $104 million the state's high technology export sales. The three program phases cover intense counseling and development of market strategy for the selected firms; complete market analysis of export potential; and potential buyer contact through overseas trade missions, trade and catalog shows, and continued support of the division's Foreign Buyer Program.

North Carolina also actively promotes the growth of export trading companies and sees them as just the marketing vehicle needed to assist the state's smaller firms to get into the field of overseas trade.

Finally, the NCDOC firmly believes in sharing the fruits of its labor with other state trade development offices. It has advised the State of Tennessee on its Matchmaking Conference; the State of Washington on Matrix Marketing; the State of South Carolina on marketing to Japan; and the State of Massachusetts on exporting furniture.

WISCONSIN

State: Department of Development, 123 West Washington Avenue, P.O. Box 7979, Madison, WI 53707; (608) 266-1018.

Dept. of Commerce: 605 Federal Building, 517 E. Wisconsin Ave., Milwaukee, WI 53202; (414) 291-3473.

SBA: SBA District Office, 212 E. Washington Ave., Room 213, Madison, WI 53703; (608) 264-5518.

SBDC: SBDC, University of Wisconsin, One South Park Street, Madison, WI 53706; (608) 263-7794.

Overseas offices: Frankfurt, West Germany.

Staff: Two professional staff members and one assistant.

Overview: Wisconsin's Department of Development actively works to promote and increase the State's export activity and overseas profile. The State Legislature, in fact, mandated in its 1983 Wisconsin Act 86 that promotion and increase of exports, as well as of foreign investment in Wisconsin, must be undertaken by the Department of Development.

Trade fair participation is deemed to be one of the most effective means of realizing this dual objective, and it is strongly supported and encouraged. To this end, Wisconsin has an ongoing interest in Asia and the Middle East and has targeted these areas as prime markets for Wisconsin exporters.

A. Counseling

Export counseling services offered by the Department address a wide-range of export-related topics and are conducted on a one-on-one basis in as many cases as possible. Several areas of assistance are: evaluating and selecting markets; identifying direct and indirect marketing strategies; pricing products; preparing documentation; obtaining credit insurance; preparing brochures; advertising company products; selecting promotional events; arranging shipment; and evaluating foreign buyers' creditworthiness.

B. Seminars and workshops

In conjunction with their counseling services, the development staff regularly conduct export workshops and seminars which encompass many of the same areas of assistance listed above. These activities also address more specific concerns. The recently held Caribbean Basin Seminar and a seminar on Saudi Arabia's 30 Percent Rule serve as prime examples of this type of export resource.

C. Publications

Wisconsin produces an export directory, how-to-export manual and a monthly newsletter, "International Business Services." The 135-page directory is broken down into three major sections: Wisconsin products listed alphabetically; products and manufacturers listed by SIC code; and manufacturers listed alphabetically, with their address, phone number, SIC code and product also listed.

Other available publications are "Competing Successfully In An Unlimited Market", "Common Methods of Payment in International Trade", "Export Shipping Guide", and "Export Reference Terminology." These are available through the Bureau of International Development at the State address listed.

D. Trade missions and trade shows

These types of activity serve a vital function in Wisconsin's export development program. Trade shows are considered one of the most effective ways of introducing a company to a new market since they afford company representatives an opportunity to see first-hand and in one location their competition; to identify agents and distributors for their products; to meet buyers from around the world; to discover prevailing pricing, financing and other business practices; and to gauge such things as their product's price competitiveness, quality and performance.

To augment trade participation the Department of Development staff researches the event; evaluates the market; prepares a summary of data needed to make decisions, including cost estimates; identifies and recruits firms to participate; and works with the Frankfurt office to make all necessary arrangements.

Recent activities have included participation in the Hanover Fair, the Governor's mission to China, and a communications event in Tokyo. Planned are the Eleventh International Exhibition for Suppliers of Vehicle Industry in Geneva, Switzerland; Technobank 84 in Geneva; Textile Indonesia 84 in Jakarta; Arab Build 84 in Bahrain; Asian Mining 85 in Manila; China Total Energy 1984 in Guangzhou, China; and AUTOMECANICA 84 in Mexico City at the U.S. Trade Center.

E. Trade leads

Trade leads in the form of "Export Opportunities" and joint venture/licensing leads are listed in the monthly publication, "International Business Services." A typical entry might read:

109. "Italy—Company offers use of its facilities to U.S. Company in high-tech items or mass market products, interested in warehousing and marketing their products in Italy."

Interested firms would then contact the development office with the entry number to receive more detailed information about the Italian company.

F. Special services

The Wisconsin Department of Development has built a network of honorary commercial attaches to assist overseas companies and work with private sector and advisory organizations to improve the State's international programs, including university curricula, the Heilongjiang China trade relationship, trade cooperation among states and the export finance program.

An additional promotion option is currently being developed. This involves joining with two or more States to share the cost of having a trade representative in the Far East. The program would share the export promotion services of a trade specialist on a salary plus commission basis.

Two other programs recently enacted by the Wisconsin Legislature have potential to indirectly assist manufacturers involved in exporting.

The Customized (QUICK START) Labor Training Program is designed to meet the labor skill needs of businesses through State matching funds available for employment for business development. Emphasis is on expansion of existing businesses, new businesses, products and processes, and on skill needs which existing training sources cannot meet.

The Technology Development Fund makes grants in support of R&D on new products and processes to consortia of businesses and institutions of higher education.

APPENDIX II.—U.S. SMALL BUSINESS ADMINISTRATION DISTRICT OFFICES

ALABAMA

908 South 20th Street, Room 202, Birmingham, AL 35256; (205) 254-1338.

ALASKA

Room 1068, Module G, 8th and C Street, Anchorage, AK 99501; (907) 271-4022.

ARIZONA

3030 North Central Avenue, Suite 1201, Phoenix, AZ 85012; (602) 241-2203.

ARKANSAS

320 West Capital Avenue, Room 601, Little Rock, AR 72201; (501) 378-5871.

CALIFORNIA

2202 Monterey Street, Fresno, CA 93721; (209) 487-5657.

350 South Figueroa Street, 6th Floor, Los Angeles, CA 90071; (213) 688-4375.

880 Front Street, Room 4-S-29, San Diego, CA 92188; (714) 293-6515.

211 Main Street, 4th Floor, San Francisco, CA 94105; (415) 974-0596.

COLORADO

U.S. Customhouse, 721 19th Street, Room 407, Denver, CO 80202; (303) 837-2607.

CONNECTICUT

1 Hartford Square West, Hartford, CT 06106; (203) 244-2544.

DISTRICT OF COLUMBIA

1111 18th Street, N.W., 6th Floor, Washington, DC 20417; (202) 634-6185.

FLORIDA

400 West Bay Street, Room 261, P.O. Box 35067, Jacksonville, FL 32202; (904) 791-3107.

2222 Ponce de Leon Boulevard, 5th Floor, Coral Gables, FL 33134; (305) 350-5833.

GEORGIA

1720 Peachtree Road, N.W., 6th Floor, Atlanta, GA 30309; (404) 881-2441.

HAWAII

P.O. Box 50207, 300 Ala Moana Boulevard, Room 2213, Honolulu, HI 96850; (808) 546-3119.

IDAHO

1005 Main Street, 2nd Floor, Boise, ID 83702; (208) 334-1780.

ILLINOIS

219 South Dearborn Street, Room 838, Chicago, IL 60604; (312) 353-4578.

INDIANA

New Federal Building, 575 North Pennsylvania Street, 5th Floor, Indianapolis, IN 46209; (317) 331-7280.

IOWA

373 Collins Road, N.E., Cedar Rapids, IA 52402; (319) 399-2571.
210 Walnut Street, Room 749, Des Moines, IA 50309; (515) 284-4026.

KANSAS

110 East Waterman Street, Room 141, Wichita, KS 67202; (316) 269-6273.

KENTUCKY

P.O. Box 3517, 600 Federal Place, Room 188, Louisville, KY 40202; (502) 582-5976.

LOUISIANA

1661 Canal Street, 2nd Floor, New Orleans, LA 70112; (504) 589-2354.

MAINE

40 Western Avenue, Room 512, Augusta, ME 04330; (207) 622-6265.

MARYLAND

8600 LaSalle Road, Room 630, Towson, MD 21204; (301) 962-2233.

MASSACHUSETTS

150 Causeway Street, 10th Floor, Boston, MA 02114; (617) 223-3293.

MICHIGAN

McNamara Building, 477 Michigan Avenue, Room 515, Detroit, MI 48226; (313) 226-4276.

MINNESOTA

100 North 6th Street, Minneapolis, MN 55403; (612) 349-3541.

MISSISSIPPI

New Federal Building, 100 West Capitol Street, Suite 322, Jackson, MS 39269; (601) 969-4384.

MISSOURI

Scaritt Building, 818 Grand Avenue, Kansas City, MO 64106; (816) 374-5868.

815 Olive Street, Room 242, St. Louis, MO 63101; (314) 425-6600.

MONTANA

301 S. Park Avenue, Room 528, Helena, MT 59601; (406) 449-5381.

NEBRASKA

Empire State Building, 19th and Farnum Streets, Omaha, NE 68102; (402) 221-3604.

NEW JERSEY

970 Broad Street, Room 1635, Newark, NJ 07102; (201) 645-3830.

NEW MEXICO

Patio Plaza Building, 5000 Marble Avenue, N.E., Albuquerque, NM 87110; (505) 766-1162.

NEW YORK

Federal Office Building, 26 Federal Plaza, Room 3100, New York, NY 10278; (212) 264-5272.

100 South Clinton Street, Room 1071, Syracuse, NY 13260; (315) 423-5381.

NORTH CAROLINA

230 South Tryon Street, Room 700, Charlotte, NC 28202; (704) 371-6578.

NORTH DAKOTA

653 2nd Avenue North, Room 218, P.O. Box 3068, Fargo, ND 58102; (701) 237-3984

OHIO

AJA Federal Building, 1240 East 9th Street, Room 317, Cleveland, OH 44199; (216) 522-4195.

85 Marconi Boulevard, Columbus, OH 43215; (614) 469-5548.

OKLAHOMA

200 Northwest 5th Street, Suite 670, Oklahoma City, OK 73102; (405) 231-4491.

OREGON

Federal Building, 1220 Southwest 3rd Avenue, Room 676, Portland, OR 97202; (503) 294-3441.

PENNSYLVANIA

231 St. Asaphs Road, East Lobby, Suite 400, Bala Cynwyd, PA 19004; (215) 597-5822.

960 Pennsylvania Avenue, 5th Floor, Pittsburgh, PA 15222; (412) 644-5438.

PUERTO RICO

Carlos Chardon Avenue, Room 691, Hato Rey, PR 00919; (809) 753-4422.

RHODE ISLAND

40 Fountain Street, Providence, RI 02903; (401) 528-4583.

SOUTH CAROLINA

Strom Thurmond Federal Building, 1835 Assembly Street, 3rd Floor, Columbia, SC 29201; (803) 765-5131.

SOUTH DAKOTA

101 South Main Avenue, Suite 101, Sioux Falls, SD 57102; (605) 336-5131.

TENNESSEE

404 James Robertson Parkway, Suite 1012, Nashville, TN 37219; (615) 251-7176

TEXAS

1100 Commerce Street, Dallas, TX 75242; (214) 767-0495.

222 East Van Buren Street, Suite 500, Harlingen, TX 78550; (512) 423-4534.

2525 Murworth, Room 112, Houston, TX 77054; (713) 660-2407.

1611 10th Street, Suite 200, Lubbock, TX 79401; (915) 543-7560.

Federal Building, 727 East Durango Street, Room A-513, San Antonio, TX 78206; (512) 229-6287.

UTAH

125 South State Street, Room 2237, Salt Lake City, UT 84138; (801) 524-5805.

VERMONT

P.O. Box 605, Federal Building, Montpelier, VT 05602; (802) 229-4422.

VIRGINIA

Federal Building, 400 North 8th Street, Room 3015, Richmond, VA 23240; (804) 771-2765.

VIRGIN ISLANDS

Veterans Drive, Room 283, St. Thomas, VI 00801; (809) 774-8530.

WASHINGTON

915 2nd Avenue, Room 1744, Seattle, WA 98174; (206) 442-4518.
U.S. Court House, 920 West Riverside Avenue, Room 651, P.O. Box 2167, Spokane, WA 99210; (509) 456-3786.

WEST VIRGINIA

109 North 3rd Street, Room 302, Clarksburg, WV 26301; (304) 343-6181.

WISCONSIN

212 East Washington Avenue, Room 213, Madison, WI 53703; (608) 264-5518.

WYOMING

100 East "B" Street, Room 4001, Casper, WY 82602; (307) 265-5761.

APPENDIX III.—U.S. DEPARTMENT OF COMMERCE DISTRICT OFFICES

ALABAMA

908 South 20th Street, Suite 200-201, Birmingham, AL 35205; (205) 254-1331.

ALASKA

Federal Building, 701 C Street, P.O. Box 32, Anchorage, AK 99513; (907) 271-5041.

ARIZONA

2950 Valley Bank Center, 201 North Central Avenue, Phoenix, AZ 85073; (602) 261-3285.

ARKANSAS

320 West Capitol Avenue, Room 635, Little Rock, AR 72201; (501) 378-5794.

CALIFORNIA

11777 San Vicente Boulevard, Room 800, Los Angeles, CA 90049; (213) 209-6707.

Federal Building, Box 36013, 450 Golden Gate Avenue, San Francisco, CA 94102; (415) 556-5860.

COLORADO

U.S. Customhouse, 721 19th Street, Room 119, Denver, CO 80202; (303) 837-3246.

CONNECTICUT

Federal Building, 450 Main Street, Room 610-D, Hartford, CT 06103; (203) 244-3530.

FLORIDA

Federal Building, 51 Southwest First Avenue, Suite 224, Miami, FL 33130; (305) 350-5267.

GEORGIA

1365 Peachtree Street, N.E., Suite 600, Atlanta, GA 30309, (404) 881-7000.

222 U.S. Courthouse, 27 East Bay Street, P.O. Box 9746, Savannah, GA 31412; (912) 944-4204.

HAWAII

Federal Building, 300 Ala Moana Boulevard, P.O. Box 50026, Honolulu, HI 96850; (808) 546-8694.

ILLINOIS

Mid-Continental Plaza Building, 55 East Monroe Street, Room 1406, Chicago, IL 60603; (312) 353-4450.

INDIANA

357 U.S. Courthouse and Federal Office Building, 46 East Ohio Street, Indianapolis, IN 46204; (317) 269-6214.

IOWA

817 Federal Building, 210 Walnut Street, Des Moines, IA 50309; (515) 284-4222.

KENTUCKY

U.S. Post Office and Courthouse Building, Room 636B, Louisville, KY 40202; (502) 582-5066.

LOUISIANA

432 International Trade Mart, 2 Canal Street, New Orleans, LA 70130; (504) 589-6546.

MARYLAND

415 U.S. Customhouse, Gay and Lombard Streets, Baltimore, MD 21202; (301) 962-3560.

MASSACHUSETTS

441 Stuart Street, 10th Floor, Boston, MA 02116; (617) 223-2312.

MICHIGAN

445 Federal Building, 231 West Lafayette, Detroit, MI 48226; (313) 226-3650.

MINNESOTA

218 Federal Building, 110 South 4th Street, Minneapolis, MN 55401; (612) 725-2133.

MISSISSIPPI

300 Woodrow Wilson Boulevard, Suite 3230, Jackson, MS 39213; (601) 960-4388.

MISSOURI

601 East 12th Street, Room 1840, Kansas City, MO 64106; (816) 374-3142.

120 South Central Avenue, St. Louis, MO 63105; (314) 425-3302.

NEBRASKA

Empire State Building, 1st Floor, 300 South 19th Street, Omaha, NE 68102; (402) 221-3664.

NEVADA

1755 East Plum Lane, Room 152, Reno, NV 89502; (702) 784-5203.

NEW JERSEY

240 West State Street, 8th Floor, Trenton, NJ 08608; (609) 989-2100.

NEW MEXICO

505 Marquette Avenue, N.W., Room 1015, Albuquerque, NM 87102; (505) 766-2386.

NEW YORK

1312 Federal Building, 111 West Huron Street, Buffalo, NY 14202; (716) 846-4191.

Federal Office Building, 26 Federal Plaza, 37th Floor, Foley Square, New York, NY 10278; (212) 264-0634.

NORTH CAROLINA

203 Federal Building, West Market Street, P.O. Box 1950, Greensboro, NC 27402; (919) 378-5345.

OHIO

9504 Federal Building, 550 Main Street, Cincinnati, OH 45202; (513) 684-2944.

666 Euclid Avenue, Room 600, Cleveland, OH 44114; (216) 522-4750.

OKLAHOMA

4024 Lincoln Boulevard, Oklahoma City, OK 73105; (405) 231-5302.

OREGON

1220 Southwest 3rd Avenue, Room 618, Portland, OR 97204; (503) 221-3001.

PENNSYLVANIA

9448 Federal Building, 600 Arch Street, Philadelphia, PA 19106; (215) 597-2866.

2002 Federal Building, 1000 Liberty Avenue, Pittsburgh, PA 15222; (412) 644-2850.

PUERTO RICO

Federal Building, Room 659, Chardon Avenue, San Juan, PR 00918; (809) 753-4555, Ext. 555.

SOUTH CAROLINA

Strom Thurmond Federal Building, 1835 Assembly Street, Columbia, SC 29201; (803) 765–5345.

TENNESSEE

1 Commerce Place, Suite 1427, Nashville, TN 37239; (615) 251–5161.

TEXAS

1100 Commerce Street, Room 7A5, Dallas, TX 75242; (214) 767–0542.

2625 Federal Building, 515 Rusk Street, Houston, TX 77002; (713) 229–2578.

UTAH

U.S. Post Office and Courthouse Building, 350 South Main Street, Room 340, Salt Lake City, UT 84101; (801) 524–5116.

VIRGINIA

Federal Building, 400 North 8th Street, Room 8010, Richmond, VA 23240; (804) 771–2246.

WASHINGTON

706 Lake Union Building, 1700 Westlake Avenue North, Seattle, WA 98109; (206) 442–5616.

WEST VIRGINIA

3000 New Federal Office Building, 500 Quarrier Street, Charleston, WV 25301; (304) 343–6181, Ext. 375.

WISCONSIN

605 Federal Building, 517 East Wisconsin Avenue, Milwaukee, WI 53202; (414) 291–3473.

WYOMING

8007 O'Mahoney Federal Center, 2120 Capitol Avenue, Cheyenne, WY 82001; (307) 772–2151.

APPENDIX IV.—SMALL BUSINESS DEVELOPMENT CENTERS

Mr. Warren Purdy, (207) 780-4423, SBDC Director, University of Southern Maine, 246 Deering Avenue, Portland, ME 04102.

Mr. John Ciccarelli, (413) 549-4930, Ext. 303, SBDC Director, University of Massachusetts, School of Management, Amherst, MA 01003.

Mr. Leslie Killen, (203) 486-4135, Acting SBDC Director, University of Connecticut, School of Business Administration, Box U-41D, Storrs, CT 06268.

Mr. Douglas Jobling, (401) 231-1200, SBDC Director, Bryant College, Smithfield, RI 02917.

Mr. Robert E. Honnold, (802) 656-2990, Acting SBDC Director, Extension Service, Morrill Hall, Burlington, VT 05405.

Ms. Adele Kaplan, (201) 648-5950, SBDC Director, Rutgers University, Ackerson Hall—3rd Floor, 180 University Street, Newark, NJ 07102.

Ms. Susan Garber, (215) 898-1219, SBDC Director, University of Pennsylvania, The Wharton School, 3201 Steinberg Hall—Dietrich Hall/CC, Philadelphia, PA 19104.

Mr. Warren Van Hook, (202) 636-7187, SBDC Director, Howard University, 2361 Sherman Avenue, N.W., Washington, DC 20059.

Mr. Cecil Underwood, (304) 346-9471, SBDC Director, University of Charleston, 2300 MacCorkle Avenue, S.E., Charleston, WV 25304.

Mr. Charles G. Maass, (302) 738-2747, SBDC Director, University of Delaware, Suite 005—Purnell Hall, Newark, DE 19711.

Mr. W. F. Littlejohn, (803) 777-5118, SBDC Director, University of South Carolina, College of Business Administration, Columbia, SC 29208.

Mr. Gregory Higgins, (904) 478-2820, SBDC Director, University of West Florida, 627 University Office Boulevard, Pensacola, FL 32504.

Dr. Fred Myrick, (205) 934-7260, SBDC Director, University of Alabama in Birmingham, School of Business, 1717 11th Avenue South, Suite 419, Birmingham, AL 35294.

Mr. Frank Hay, (404) 542-5760, SBDC Director, University of Georgia, Brooks Hall, Room 348, Athens, GA 30602.

Mr. Jerry Owen, (606) 257-1751, SBDC Director, University of Kentucky, College of Business & Economics, Commerce Building, Room 415, Lexington, KY 40506.

Dr. Robert D. Smith, (601) 982-3825, SBDC Director, University of Mississippi, School of Business Administration, 660 Lakeland East Drive, Suite 300, Jackson, MS 39208.

Dr. Leonard Rosser, (901) 454-2500, SBDC Director, Memphis State University, Fogelman College of Business and Economics, Memphis, TN 38152.

Dr. Robert Pricer, (608) 263-7794, SBDC Director, University of Wisconsin, One South Park Street, Madison, WI 53706.

Mr. Tim Donahue, (612) 647-5840, SBDC Director, College of St. Thomas, 2115 Summit Avenue, St. Paul, MN 55105.

Dr. Allen Hyman, (313) 577-4848, Acting SBDC Director, Wayne State University, School of Business Administration, Detroit, MI 48202.

Mr. Eric Rinehart, (217) 785-6131, SBDC Director, Illinois Department of Commerce and Community Affairs, 620 East Adams, 5th Floor, Springfield, IL 62701.

Mr. Paul McGinnis, (501) 371-5381, SBDC Director, University of Arkansas, New Business Building, 33rd & University Avenue, Little Rock, AR 72204.

Mr. John Baker, (318) 342-2129, SBDC Director, Northeast Louisiana University, College of Business Administration, Monroe, LA 71209.

Mr. Robert Bernier, (402) 554-2521, SBDC Director, University of Nebraska at Omaha, Peter Kiewet Center, Omaha, NE 68182.

Mr. Lloyd E. Anderson, (515) 294-3420, SBDC Director, Iowa State University, Center for Industrial Research and Service (CIRAS), Room 205, Engineering Annex, Ames, IA 50011.

Mr. Fred O. Hale, (314) 534-7232, SBDC Director, St. Louis University, 3642 Lindell Boulevard, St. Louis, MO 63108.

Dr. Charles H. Davis, (316) 689-3193, SBDC Director, Wichita State University, College of Business Administration, 1845 Fairmount, Wichita, KN 67208.

Mr. Richard Haglund, (801) 581-7905, SBDC Director, University of Utah, Graduate School of Business, Salt Lake City, UT 84112.

Mr. Ed Owens, (509) 335-1576, SBDC Director, Washington State University, College of Business and Economics, Pullman, WA 99164.

Mr. Edward Cutler, (503) 484-2126, Ext. 530, SBDC Director, Lane Community College, Downtown Center, 1059 Willamette Street, Eugene, OR 97401.

Mr. John Rouse, Jr., (817) 273-2571, SBDC Director, Texas A&M University, Engineering Research Center, College Station, TX 77843-3577.